

# Chesterfield County Police Department

## Strategic Plan

### FY2005-2008



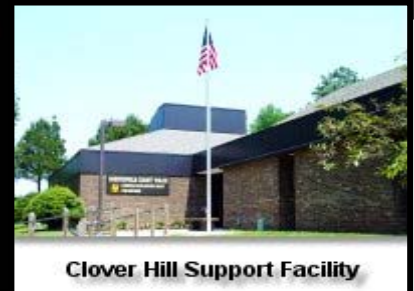
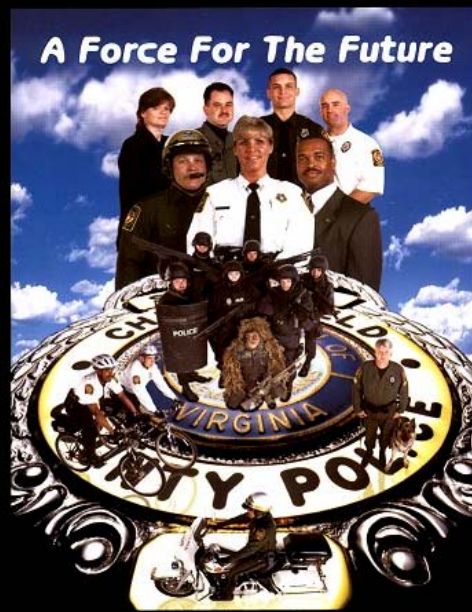
Midlothian District Station



Headquarters



Chester District Station



Clover Hill Support Facility

**Justice & Service for 80 Years**

**Planning Today to Meet the Law Enforcement Challenges of the Future**



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# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Mission Statement

The mission of the Chesterfield County Police Department is to provide a professional and unbiased response to the needs of the community. It is the Department's goal to establish a partnership with the citizens in achieving a "First Choice Community through excellence in public service".

## Vision Statement

It is the vision of the Chesterfield County Police Department to continue to provide quality service to the community as a nationally recognized leader among law enforcement agencies, utilizing state-of-the-art information and policing technologies, attracting and maintaining professional employees, consistently improving our quality of training, and demonstrating innovation and operational flexibility.

## *Core Values*

**Integrity:** We are committed to uphold our positions of trust by maintaining the highest ethical standards as set forth in the Law Enforcement Code of Ethics.

**Community Safety:** We are committed to public safety through community partnerships, preparedness, crime prevention strategies and steadfast enforcement of violations of the law.

**Service:** We are committed to prompt, professional, and courteous service, unbiased and effective in our response to community concerns.

**Quality:** We are committed to the highest standards of excellence through recruitment, training, teamwork, leadership, innovation and accountability.



## CHESTERFIELD COUNTY POLICE DEPARTMENT

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Annually Chesterfield County Police Department develops a Strategic Plan to address law enforcement needs of the citizens of Chesterfield County for the next four years. This plan continues to incorporate Chesterfield County's Strategic Plan and total quality initiative goals. Each bureau and division within the police department reviews the goals and objectives in the County's Strategic Plan, and determines the direction the police department must take to meet these goals and objectives.

This document outlines the police department's service efforts, accomplishments, future challenges and trends that assist us in developing a strategic plan for the future and assist the county leadership to fulfill the county vision.

An implementation plan is included in this document that will enhance our ability to provide the highest quality service to the citizens of Chesterfield County. This plan includes programs and new resources that enable the department to achieve its goals and the goals set forth in the County's Strategic Plan.

It is the goal of this department to reach an authorized strength of 500 sworn officers by 2006 to maintain the current level of services. Within the next four years reorganization within the department will require creation of new units and divisions. The reorganization will improve the quality and efficiency of service provided to citizens. A third district station is also planned for FY2005-06 to be located in the western part of Hull Street Road.

Within this plan is the framework to ensure our citizens we are striving to remain a safe and secure community in which to live.

A handwritten signature in blue ink that reads 'Carl R. Baker'.

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Colonel R. Baker, Chief of Police

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~STRATEGIC PLANNING TIME LINE ~

*January/February*

Bureau and Division Commander finalize strategic goals and objectives for their respective bureaus/divisions.

*March*

Bureau and Division Commanders submit a prioritized list of projected new resources and programs for the next four years.

*April*

Bureau and Division Commanders meet with Chief of Police and Deputy Chiefs to review projected resource requests and future challenges to determine top priorities.

*May*

Bureau and Division Commanders submit justifications for new resource, service levels and accomplishments.

*June*

*Draft* Strategic Plan given to Chief of Police and Deputy Chiefs for review.

*July/August*

Strategic Plan is approved by Chief of Police.

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~GOALS~

**GOAL 1:** Establish, maintain, and enhance community partnerships, which help ensure a safe community.

**GOAL 2:** Maximize operational efficiency and deliver excellence in customer service.

**GOAL 3:** Increase the proportion of crimes cleared by arrest.

**GOAL 4:** Reduce and control criminal activity.

**GOAL 5:** Provide effective policing and ensure continued public safety.

**GOAL 6:** Increase citizen safety and perception of safety.

**GOAL 7:** To be the law enforcement employer of choice.



# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~GOALS AND OBJECTIVES ~

**GOAL 1:** Establish, maintain, and enhance community partnerships, which help ensure a safe community.

Objective	Strategic Initiative
1.1: Expand community policing concept into high crime areas within the County	<ul style="list-style-type: none"> <li>➤ Reach 500 sworn officers by 2006</li> <li>➤ Expand community policing programs</li> <li>➤ Hull Street District Station</li> <li>➤ Hispanic Outreach Initiative</li> <li>➤ Citizen perception of safety</li> </ul>
1.2: Increase utilization of volunteers as a key resource to our public safety system.	<ul style="list-style-type: none"> <li>➤ Expand Special Police Program and other volunteer programs</li> <li>➤ Conduct two Citizen Academies per year</li> <li>➤ Expand volunteer advertising, recruitment and retention</li> <li>➤ Volunteer recognition program</li> <li>➤ Retiree utilization for non-emergency projects and programs</li> </ul>

**GOAL 2:** Maximize operational efficiency and deliver excellence in customer service.

Objective	Strategic Initiative
2.1: Maintain an average response time of 3.0 minutes or below for Priority 1 (life threatening) Calls.	<ul style="list-style-type: none"> <li>➤ Review beat structure</li> <li>➤ Flexibility with schedules for special events and high activity periods</li> <li>➤ Ensuring beat integrity by providing coverage in all beats at all times</li> <li>➤ Decentralization by the creation of a third district station (Hull Street District Station)</li> <li>➤ Public safety integrated Information Management System</li> </ul>
2.2: Maintain a low cost per capita.	<ul style="list-style-type: none"> <li>➤ Identify cost saving measures throughout the department</li> <li>➤ Expand Volunteer Program</li> <li>➤ Daily expenditure monitoring</li> <li>➤ Monthly expenditure forecasting</li> <li>➤ Strategic planning and budgeting process</li> </ul>



# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~GOALS AND OBJECTIVES ~

#### **GOAL 3: To increase the proportion of crimes cleared by arrest.**

Objective	Strategic Initiative
3.1: Maintain a 45% Incident Based Reporting Group A clearance rate.	<ul style="list-style-type: none"> <li>➤ On-line case review</li> <li>➤ Investigations unit review after weekly target meetings</li> <li>➤ Crime Solvers Program</li> <li>➤ Community policing programs</li> <li>➤ School Crime Solvers Programs</li> <li>➤ Crime Prevention Through Environmental Design</li> </ul>

#### **GOAL 4: Reduce and control criminal activity.**

Objective	Strategic Initiative
4.1: Maintain an Incident Based Reporting incident rate below benchmarked communities.	<ul style="list-style-type: none"> <li>➤ On-line case review</li> <li>➤ Investigations unit review after weekly target meetings</li> <li>➤ Crime Solvers Program</li> <li>➤ Community policing</li> <li>➤ School Crime Solvers Program</li> <li>➤ Crime Prevention Through Environmental Design</li> </ul>

#### **GOAL 5: Provide effective policing and ensure continued public safety.**

Objective	Strategic Initiative
5.1: Maintain fatal and personal injury accident rates per 1,000 licensed drivers at or below benchmarked communities.	<ul style="list-style-type: none"> <li>➤ Enforcement of traffic signal violations</li> <li>➤ High intensity enforcement of high accident locations</li> <li>➤ Operation Buckle Up</li> <li>➤ Traffic safety public education outreach programs</li> <li>➤ Motorist Assistance Program</li> </ul>

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~GOALS AND OBJECTIVES ~

#### **GOAL 6: Increase citizen safety and perception of safety.**

Objective	Strategic Initiative
6.1: Respond to 100% of crime prevention support requests within 30 days.	<ul style="list-style-type: none"> <li>➤ Safety and crime prevention programs</li> <li>➤ Crime Solvers Program</li> <li>➤ Public service announcements</li> <li>➤ Neighborhood Watch information via the internet</li> </ul>
6.2 Provide the community with an up-to-date child safety education information and support through the Success Through Education and Proactive Policing Program.	<ul style="list-style-type: none"> <li>➤ School Safety Programs</li> </ul>

#### **GOAL 7: To be the law enforcement employer of choice.**

Objective	Strategic Initiative
7.1: Increase career opportunities for employees	<ul style="list-style-type: none"> <li>➤ Quality councils</li> <li>➤ Process management activities</li> <li>➤ Career development</li> <li>➤ Public Safety University</li> <li>➤ Organizational climate assessments</li> <li>➤ Employee recognition for exceptional service</li> </ul>

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008

~PROVIDING QUALITY SERVICE ~



Over the years the police department has adopted philosophies that hold forth the initiative to provide "a First Choice Community" to the citizens of Chesterfield County. The police department has the responsibility to provide the citizens of Chesterfield County a safe and secure community in which to live by responding to 100% of citizen calls for service, investigating crime, apprehension and suppression of criminals, providing traffic enforcement and drug education. The police department serves the community in providing innovative, effective police service by engaging in a partnership with the citizens of Chesterfield County.

### Calls & Assignments

	CY2002	CY2003	CY2004	CY2005
Calls & Assignments	208,813	212,095	221,018	226,612

### Ratio of officer to population

	CY2002 Actual	CY2003 Planned	CY2004 Planned	CY2005 Planned
Chesterfield County Population	278,000	284,000	289,300	295,500
Number of sworn officers	443	447	448	465
Ratio of officers per 1,000 population	1:63	1:64	1:65	1:64

## ★Accomplishments

Clover Hill Police Support Facility became operational in April 2003.

Maintained the lowest crime rate per capita in the Richmond metro area.

Maintained a clearance rate of 45% of the IBR Group A offenses in 2003.

Maintained the lowest cost per capita in the Richmond metro area and remained below the state average of \$160.63 and the national average of \$232.30.

Began installation of mobile digital computers.

Began pre-construction/detailed planning phase of the police property and evidence storage facility

Successfully passed an audit conducted by Virginia Law Enforcement Professional Standards and obtained re-accreditation.

Held 13 national specialized/co-hosted schools covering various topics in law enforcement.

Participated in the following drug enforcement task forces:

- Central Virginia Regional Narcotics Enforcement Task Force
- Drug Enforcement Administration Task Force
- Metro Richmond Interdiction Task Force

In January, the Chesterfield Vice and Narcotics Unit received information from the DEA, that a county initiated investigation into the importation and distribution of ecstasy by local military personnel. This resulted in the take down and dismantling of a clandestine drug lab in Germany. The lab was responsible for the production of approximately one million ecstasy pills per month.

Utilizing our Seized Asset Forfeiture Program, components throughout the Department made the following seizures and forfeitures:

- Department-wide seizures of \$303,882.45 in money, resulted in the forfeiture of \$172,850.00

- Department wide seizures of 63 vehicles, resulted in the forfeiture of 17, with 46 returned to innocent owners/lien holders

- Vice/Narcotics seizures of \$284,321.01 in money, resulted in the forfeiture of \$153,046.28.

- Vice/Narcotics seizure of 18 vehicles, resulted in the forfeiture of 9, with 2 vehicles placed into service in the Department fleet, and 6 returned to innocent owners/lien holders.

A proactive approach, Hispanic Outreach Program, with the Hispanic community has been established to open lines of communication with the department to overcome fear and reluctance to contact law enforcement with crime involving members of the Hispanic community.

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~KNOWLEDGE, SKILLS, ABILITIES~

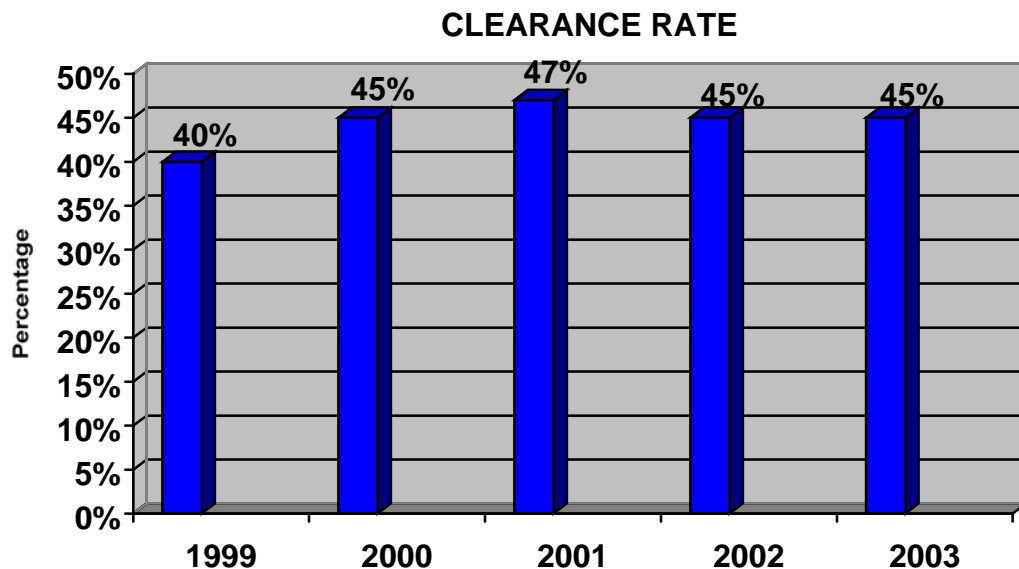
“TO BE THE SAFEST AND MOST SECURE COMMUNITY OF ITS SIZE IN THE USA” is one of Chesterfield County’s strategic goals with the objective “TO CONTRIBUTE TOWARD A WELL-COORDINATED CRIMINAL JUSTICE SYSTEM THAT IS TOUGH ON CRIME”.

Our philosophy of effective law enforcement is to provide "tough", not oppressive, law enforcement. The police department provides strict traffic enforcement and possesses a reputation of being tough on criminals. Serving the citizens of Chesterfield County with "high police visibility" produces more law enforcement and decreases crime. This reputation evolves from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies Chesterfield County Police Department employees work together to maintain a good clearance rate, incident rate and response time, provide top grade equipment to our personnel, and are committed to quality training and technological advancement. The following charts depict the department’s effective law enforcement in meeting the County’s goals and objectives.

**Clearance Rate:** 2003 Target: 45%

#### ***Initiatives:***

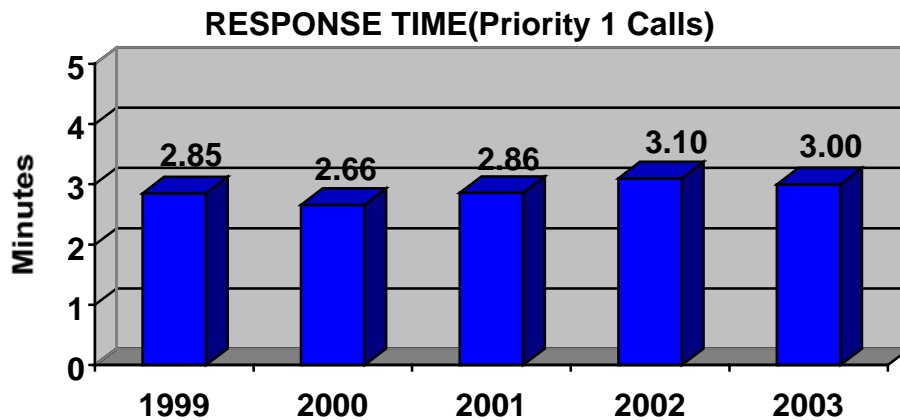
- ♦ *Improve case review*
- ♦ *Investigations unit review after weekly target meetings*
- ♦ *Continue Crime Solvers interviews*
- ♦ *Expand community policing*



## Response Time: 2003 Target: 3.0 minutes

### Initiatives:

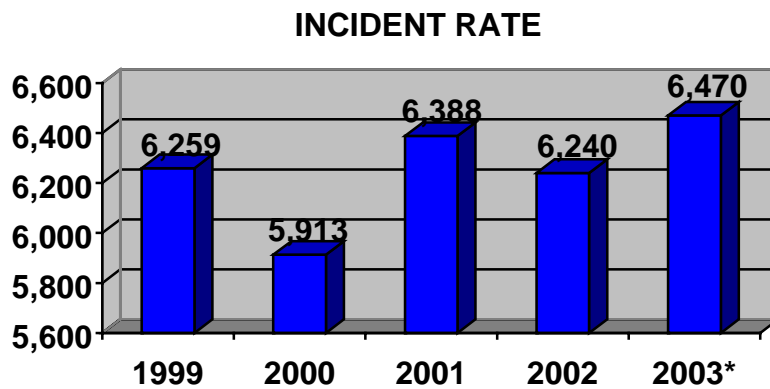
- ◆ Opticom Traffic System
- ◆ Review Beat Structure
- ◆ Flexibility with Schedules for Special Events and High Activity Time Periods



## Incident Rate: 2003 Target: 6,300 per 100,000 population

### Initiatives:

- ◆ Improve Case Review
- ◆ Investigations Unit Review after Weekly Target Meetings
- ◆ Continue Crime Solvers Interviews
- ◆ Expand Community Policing



\*Forecast



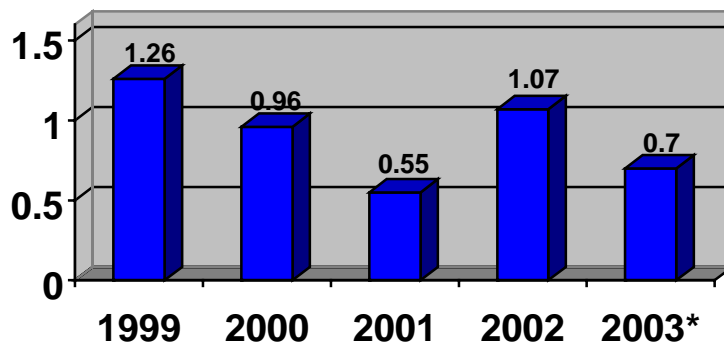
## Traffic Accident Deaths per 100 Million Miles Driven:

*2003 Target: less than the national goal of 1.2 deaths per 100 million miles driven*

### *Initiatives:*

- ◆ *Higher Enforcement of Traffic Signal Violations*
- ◆ *Higher Intensity Enforcement of High Accident Intersection*
- ◆ *Strict Enforcement of Use of Seat Belts*
- ◆ *Traffic Safety Public Education Outreach Programs*

### TRAFFIC DEATHS PER 100 MILLION MILES DRIVEN



\*Forecast

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Organizational Trends ~

Recent results of a Citizen Satisfaction Survey polled throughout Chesterfield County revealed citizens feel Chesterfield is a safe and secure environment in which to live.

Even though the police department has a good fiscal policy and strives to operate efficiently and economically within its allocated budget, it is only through additional funding that major issues can be adequately addressed and the objectives achieved. Due to financial restraints the police department's FY2002-2003 budget was adopted with a 1.5% reduction, and in the first quarter of FY03 was asked to make an additional 5% reduction. Even under financial restraints, Chesterfield County Police Department maintains the commitment to continue our role as a distinct part of Chesterfield County government in *"PROVIDING A FIRST CHOICE COMMUNITY THROUGH EXCELLENCE IN PUBLIC SERVICE"*.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the Commonwealth, the police department continues to provide one of the most efficient and productive law enforcement agencies in the state.



### 2002 Locality Comparison Chart:

<b>County</b>	<b>*Population</b>	<b>**Budget</b>	<b>Cost Per Resident</b>	<b>**Total Sworn</b>	<b>*Calls For Service</b>	<b>Ratio OFC/ Calls</b>
Chesapeake	205,100	29,698,561	144.80	353	155,829	441
Fairfax	970,192	177,043,103	182.48	1258	286,148	227
Henrico	271,700	46,978,842	172.91	541	218,063	403
Prince William	304,564	43,925,244	144.22	423	192,122	454
Richmond	193,000	58,848,779	304.92	632	248,297	393
Virginia Beach	428,400	63,544,181	148.33	758	329,206	434
Chesterfield	270,700	33,345,100	123.18	411	208,813 <sup>1</sup>	508

<sup>1</sup> includes calls for service and assignments

\*Calendar Year

\*\*Fiscal Year

Knowledge of law enforcement, whether used by support or sworn personnel, is the sole contributing factor to organizational results.

From the day a recruit is hired he/she is trained to perform the function of a police officer. The mission of this department is the individual mission of each police officer. The support staff is also well versed in their respective fields. The collective knowledge of all levels of personnel results in total organizational goals being achieved.

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~SWOT Analysis~

#### STRENGTHS:

- A well organized and service oriented department
- Dedicated and qualified employees
- Accessibility to modern technology
- Provide quality service to citizens
- Regional coordination and cooperation
- An economically and efficiently operated department

#### WEAKNESSES:

- Inadequate personnel resources which affects:
  - supervision
  - ability to be innovative in crime suppression
  - ability to be innovative in program services
- Lack of adequate personnel, which creates a delay in first response to demands for service by citizens, department personnel, and county personnel

## **OPPORTUNITIES:**

- Technological advancement
- Provide quality training
- Enhance operations and training through other agencies and professional organizations

## **THREATS:**

- Inability to meet the administrative demands of citizens as the county continues to grow rapidly
- Increasing traffic problems; i.e., fatalities
- Terrorism response and prevention
- Increasing juvenile crime arrests
- Student safety in schools
- Budgetary restraints which affect:
  - operations
  - training
  - grant funding
  - capital improvements
  - long/short term planning
  - individual employee's workload



**~ Challenges and Trends ~**

Over the next four years the police department will face several major issues that will affect the police department's philosophy in providing quality service. This departmental performance plan addresses strategies in coping with the affect these issues will have on the police department and the service we provide.

**Challenges and Trends**

- 1. Limited personnel resources which affects supervision's ability to be innovative in crime suppression and ability to be innovative in program services**
- 2. Increasing complexity of crime**
- 3. Increasing traffic problems**
- 4. Terrorism response and prevention**
- 5. Population growth**
- 6. Increasing illegal drug activity and drug related crime**
- 7. High juvenile crime**

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Implementation Plan ~

## STAFFING

Year 1 7/1/2004 – 6/30/2005	Year 2 7/1/2005 – 6/30/2006	Year 3 7/1/2006 – 6/30/2007	Year 4 7/1/2007 – 6/30/2008
29 Sworn Officers: 20 Police Officers 4 Sergeants(court liaison, 3 uniform operations, 1 CID Administrative 4 Detectives(property crimes, auto theft, vice, ACU) 1 Training Officer  1 Technical Services Technician  1 Forensic Technician  4 Police Aides (Property Section)  2 Child Safety Instructors  1 Sr. Office Assistant (OPS)  1 Human Resource Analyst  1 Booking Technician  2 Records Specialists  1 Animal Control Officer  1 Kennelmaster	23 Sworn Officers: 17 Police Officers 2 Sergeants(uniform operations) 4 Detectives (property crimes, major case, domestic violence, vice)  Hull Street District Station: 5 Sergeants 5 Desk Officers 1 Secretary  1 Forensic Supervisor  2 Child Safety Instructors  3 Sr. Office Assistants(personnel, juvenile unit, animal control)  2 Records Specialists  1 Intelligence Analyst  1 PT Customer Service Representative (Records)  1 Veterinary Assistant	14 Sworn Officers: 10 Police Officers 1 Sergeants(uniform operations) 2 Detective(person crimes, vice) 1 Training Officer(Enon range)  2 Child Safety Instructors  2 Booking Technicians  1 Forensic Technician  1 Kennelmaster	18 Sworn Officers: 10 Police Officers 2 Sergeant(uniform operations, OPS) 3 Detectives(property crimes, vice, ACU) 1 Crime Prevention Officer 2 School Resource Officers  1 Forensic Technician  2 Child Safety Instructors  1 Animal Control Officer



# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Implementation Plan ~

## EQUIPMENT

Year 1 7/1/2004 – 6/30/2005	Year 2 7/1/2005 – 6/30/2006	Year 3 7/1/2006 – 6/30/2007	Year 4 7/1/2007 – 6/30/2008
65 Replacement cruisers	65 Replacement cruisers	65 Replacement cruisers	65 Replacement cruisers
20 Replacement detective vehicles	20 Replacement detective vehicles	20 Replacement detective vehicles	20 Replacement detective vehicles
4 Replacement specialty vehicles (2 forensic vans; 2 TBD)	4 Replacement specialty vehicles (1 watch commander vehicle; 3 TBD)	4 Replacement specialty vehicles (1 child safety van; 3 TBD)	4 Replacement specialty vehicles (1 forensic van; 3 TBD)
Replacement marine patrol boat	1 Prisoner transport vehicle(Hull Street District Station)	1 Video conferencing equipment	1 Video conferencing equipment
6 Replacement radar sets	5 Video conferencing equipment	8 Replacement radar sets	8 Replacement radar sets
Increased ammunition	8 Replacement radar sets	2 GPS tracker RAM agents & base station set-up	1 Replacement animal control truck
27 Digital recorders	Digital firearms training simulator	Skid car training system	
1 Replacement animal control truck	1 Replacement animal control truck	1 Replacement animal control truck	

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Implementation Plan ~

## INFORMATION TECHNOLOGY

Year 1 7/1/2004 – 6/30/2005	Year 2 7/1/2005 – 6/30/2006	Year 3 7/1/2006 – 6/30/2007	Year 4 7/1/2007 – 6/30/2008
30 Personal computer & software upgrades - \$100,000  Audio/video digital upgrade package(CID)  Digital media upgrade (SID)	30 Personal computer & software upgrades - \$100,000  CALEA equipment - \$52,000	30 Personal computer & software upgrades - \$100,000	30 Personal computer & software upgrades - \$100,000  Computerized driver training simulator - \$250,000

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Implementation Plan ~

## FACILITY & FACILITY MAINTENANCE

Year 1 7/1/2004 – 6/30/2005	Year 2 7/1/2005 – 6/30/2006	Year 3 7/1/2006 – 6/30/2007	Year 4 7/1/2007 – 6/30/2008
Ammunition bunk (Enon range) - \$8,500		Forensic lab upgrade - \$30,000	

# CHESTERFIELD COUNTY POLICE DEPARTMENT

## Strategic Plan 2005-2008



### ~ Implementation Plan ~

## PROGRAMS & STAFF DEVELOPMENT

Year 1 7/1/2004 – 6/30/2005	Year 2 7/1/2005 – 6/30/2006	Year 3 7/1/2006 – 6/30/2007	Year 4 7/1/2007 – 6/30/2008
<p>Career Development Program for Records Specialists and Booking Technicians</p> <p>Career Development Program reclassifications for sworn personnel:  31 Sr. Police Officers  29 Master Police Officers  11 Career Officers</p>	<p>Reclass OPS detective to sergeant</p> <p>Property Section position reclassification study</p> <p>Career Development Program reclassifications for sworn personnel:  97 Sr. Police Officers  43 Master Police Officers  66 Career Officers</p>	<p>Phase 2 Career Development Program for Records Specialists and Booking Technicians</p> <p>Career Development Program reclassifications for sworn personnel:  Sr. Police Officers – TBD  Master Police Officers – TBD  Career Officers - TBD</p>	<p>Career Development Program reclassifications for sworn personnel:  Sr. Police Officers – TBD  Master Police Officers – TBD  Career Officers - TBD</p>